



Green Power

A Solution in Search of A Problem

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**Green
Mountain
Energysm**

Marketing 101

- > Find a problem in the marketplace
- > Develop a unique solution
- > That is hard for competitors to copy

Consumer's Viewpoint

- > Top three problems with electricity service
 - o Price
 - o Outages
 - o Customer Service
- o NOT that it causes air pollution

Unfortunately, this doesn't exist...



Or this...



Our Job

Make green power relevant for consumers.

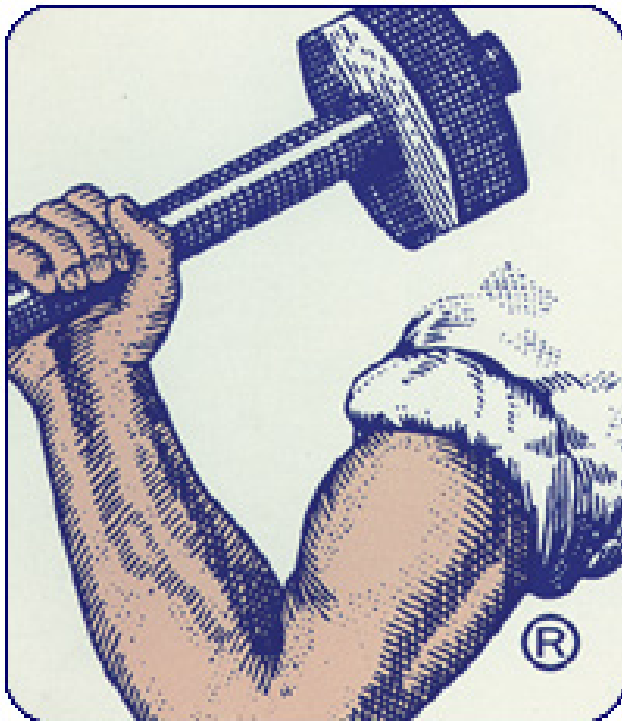
Two Paths

- > Educate the market about the problem
 - o Very expensive
 - o Missionary selling
 - o Geologic time horizons
- > Repackage Green Power to address a more immediate, relevant problem

Product Repackaging

**Other products that have
re-invented themselves
through “packaging”**

Arm & Hammer Baking Soda



- > 155 years ago launched as a:
 - o “solution for your baking needs”.
- > Positioning today:
 - o “It cleans, deodorizes and **even bakes** – effectively and inexpensively.”

Yoplait Go-GURT



- > “Go-GURT® Portable Yogurt, the first-ever yogurt in a tube, is the perfect snack for on-the-go kids.”
- > Consumers pay for the fun (and convenience) of the package itself.

Repackaging Clean Energy

- > New, more mainstream market opportunities have emerged for green power
 - o These segments perceive green power from their own perspectives – from very personal, to community level to global
 - o They represent an expansion and maturation of the market for green power
 - o Green power is in alignment with additional lifestyles that are very distinct from that of the core buyer/early adopter

New Segments

Segment	Problem	Solutions
Core Green Power Buyer	>Electricity generation is bad for environment	>Energy efficiency; “Off the Grid”
Family Values	>Worried about safety and the future >Need to teach kids values	>Organics; Charities; Healthy products
Global Thinkers	>World issues (i.e. global warming) and >Thought leadership	>Hybrids; <i>New York Times</i>
Conservatives	>Economic development >Energy Independence	>E*trade; Home Schooling
Service Focused	>Impersonal service >Slow response	>USAA; Nordstrom’s

Closing Thoughts

- > *“There is nothing more difficult to take in hand, more perilous to conduct or more uncertain in its success than to take the lead in the introduction of a new order of things.”*

— Niccolo Machiavelli